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## 02 Resource Management

### 02.1 Purpose

To provide resources in time such as inventory, human skills, academic resources, or information technology as per regulatory and affiliating bodies and stakeholders requirements and maintain them for maximum utilization leading to efficient and effective development of the institute.

### 02.2 Scope

- a) Compliance with the NBA, AICTE, and the University of Mumbai guidelines applicable for various programmes to maintain the required infrastructure and human resource.
- b) Resources required for academic/service purpose as per affiliating and regulatory bodies and stakeholders expectations
- c) Infrastructure and related utilities for conduct of academics and other activities
- d) Outsourced resources such as canteen, security for smooth functioning of the institute
- e) Resource utilization and maintenance for maximizing utilization rates of all tangible and non-tangible resources
- f) Disposal of resources when out of use and falls below depreciation value.
- g) Record keeping of all resources


### 02.3 Objectives

- a) To comply with norms & standards laid down by regulatory body for resource procurement
- b) To comply with Institute and stakeholders requirements
- c) To ensure all resources are procured and maintained as per the timeframe given to minimise loss of instructions
- d) To ensure proper utilization and distribution of the resources across the institute and stakeholders
- e) To improve maintenance process by ensuring proper alignment and coordination of maintenance section (MAPS) with other departments of the institute
- f) To maintain post installation/utilization documentation and record updation.

### 02.4 Targets and Goals

#### 02.4.1 Targets

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- a) 100% compliance with norms and standards of regulatory and affiliating bodies.
- b) Effective Resource management in terms of maximizing utilization rates, improved operational efficiency etc.
- c) Ensure availability and sustainable management for all Resources required for academic purpose and Outsourced resources
- d) Human resources should be hired before commencement of semester to prevent academic loss.
- e) All instruments and equipment of the laboratory should be checked for proper working before the semester and repaired if required.
- f) 100% compliance of AMC due dates for resources that are maintained by external party for smooth functioning of the institute.
- g) Regular software up-gradation to be up-to-date with most recent in technology.
- h) Outsourced services should be hired to satisfy 100% needs of the institute.


#### 02.4.2 Goals

- a) 0% lapse in installation, distribution, utilization and maintenance of the resources.
- b) 100% utilization and monitoring of outsourced resources by higher authority to maintain desired quality.
- c) To attract and hire human resources who have the advanced skills, knowledge, and experience (especially in technology) that organization will need in the future.
- d) The Institute premises must be clean, organized, well-maintained and aesthetically pleasing to visit.
- e) The tangible and intangible resources are integrated into a system or process for the accomplishment of the institute's growth and overall value as they are the main backbone of the institute.

#### 02.5 Activity & Responsibility

Sr. No.	Activity	Responsibility
1	Identification / review of human resources	HOD, Principal
2	Hiring human resources	Registrar, Principal
3	Exit interview	Dean SSW
4	Resources required for laboratories, library and administration	HOD, SI, Registrar

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5	Equipment Maintenance	Laboratory/Technical Assistant, MAPS
6	Infrastructure maintenance	MAPS
7	Premises maintenance	MAPS
8	Maintenance of resources	HOD, Registrar, MAPS
9	Compliance of AMC	MAPS
10	Outsourced resources	Registrar, Principal
11	Disposal of resources	Registrar, Principal
12	Record keeping	Registrar
13	Overall guidance and control	Principal
14	Approving Authority	Principal
15	Issuing Authority	MR

## 02.6 Procedure

### 02.6.1 General

- a) The resource management is done for infrastructure, human resource and equipment.
- b) Infrastructure maintenance is done by Maintenance and Purchase section (MAPS) for building, premises, utilities and facilities.
- c) Human resources are identified, hired and trained for their roles and responsibilities.
- d) The maintenance activities for equipment fall into three general categories:
  - i) Routine Maintenance Activities are conducted while equipment and systems are in service. These activities are derived from preventive or predictive maintenance strategies. Means used are visual inspections, cleaning, functional tests, measurement of operating quantities, lubrication etc.
  - ii) Maintenance Testing Activities involve using test equipment to assess condition in an offline state. These activities are predictable and can be scheduled and budgeted. They may be planned to coincide with scheduled equipment outages.
  - iii) Diagnostic Testing Activities involve using test equipment to assess

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the condition of equipment after unusual events, such as equipment failure/ repair/replacement or when equipment deterioration is suspected.

- e) The records of all these activities are maintained at appropriate departments/sections by concerned person and reviewed periodically for process improvement.

### 02.6.2 Strategy

- Resources should be made available to the students in time so as to minimise loss of instructions.
- Re-allocate resources in a matter of seconds via simple drag-and-drop
- Enable departments to connect and co-ordinate with MAPS to confirm and resolve issues related to maintenance of utilities and premises.
- Optimize resource allocation to prevent schedule delays or cost-overruns
- Keep additional resources related to MAPS so as to ensure smooth functioning of utilities and facilities during emergency.
- Ensure that the institute has enough physical resources which include tangible resources such as infrastructure and equipment, financial resources, and human resources such as employees, but not an overabundance so that resources won't get used, or making sure that people are assigned to tasks that will keep them busy and not have too much downtime.
- AMC compliance to be strictly checked by staff appointed by MAPS.
- Outsourced services to be under supervision and monitoring of respective HODs or SIs.

### 02.6.3 Design & Development

- Planning of Resource procurement
- Maintenance schedule


### 02.6.4 Planning, Implementation and deployment

#### 02.6.4.1 Identification of resources

- Infrastructure and related utilities are provided by the Management which includes:-
  - Building / office premises / playground / garden
  - Library with books, e-books, journals and other facilities as per Library process TCET/IP/04.
  - Laboratories with instruments and equipment for performing experiments as per guidelines of UOM.
  - Software required for academic, R&D and administrative purposes.
  - Appliances like Electrical systems, air-conditioners, fans, LCD projectors, PCs, laptops, water-coolers, water purifiers, fire

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extinguishers, etc.

- vi) Support utilities like electricity / water supply
  - vii) Furniture and Fixture
  - viii) Office equipments / gadgets
  - ix) Others
- b) The resources required for academic purposes are identified / reviewed before commencement of academic year and procurement is done as per need as per Purchase Process TCET/IP/05.
- c) Review of human resource (faculty) will be done as per Faculty requirement form TCET/FRM/IP-02/03 for initiating recruitment process.
- d) Services like House-keeping, Security, Canteen, visiting faculty etc. can be outsourced as per Outsource process TCET/MP/11.

#### 02.6.4.2 Recruitment of Human Resources

##### A. Faculty Recruitment


- a) HOD in consultation with Principal reviews faculty position due to natural growth or vacancy) before the commencement of the semester.
- a) After taking approval of vacancy from Chairman, advertisement is to be published in newspaper as per the university guidelines.
- b) Applications are received up to deadline and synopsis is prepared for eligible candidates.
- c) Schedule is prepared for the conducting of interview by the admin section.
- d) Request is sent to UoM for sending resource person as selection panel experts to conduct Interviews as per the schedule.
- e) Interviews are conducted as per schedule and suitable candidates are identified and recommended by the Selection Committee.
- f) After the approval of the recommendation is taken from Chairman, offer / appointment letters are issued to selected candidates as per the Order of Appointment for Teaching (Probation) TCET/FRM/MP-02/01(A).
- g) Applicant needs to fill up Bio-Data of Applicant form in TCET/FRM/MP-02/02 and 7 pages University form immediately after joining.
- h) The 7 page form is sent to university for approval of the selected staff.
- i) Necessary follow-up to get the approval is done by Registrar.

##### B. Non-Teaching Recruitment

- a) Review of non-teaching position is done by HOD/SI in consultation with Principal.
- b) The approval of vacancy positions is taken from Chairman.
- c) The posts are advertised along with the faculty advertisement or as and when it is required.
- d) Eligibility of the candidates who have applied is checked by HOD for

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shortlisting.

- e) Short listed candidates are called for interview and order of merit is prepared on the basis of candidate's performance in interview and credential mentioned in the resume.
- f) Appointment letters are issued as per the Order of Appointment for Non-Teaching (Probation) TCET/FRM/MP-02/01(B)
- g) Selected candidates fill up Bio-Data form TCET/FRM/MP-02/02 immediately after joining.

### C. Ad-hoc Appointment of Faculty

- a) Ad-hoc appointment is done on the basis of bio-data received by the institute through advertisement and bio-data received on regular basis.
- b) For selection for ad-hoc recruitment, demo lecture, technical and personal interviews etc. are required to be conducted.
- c) Selection is done strictly on the basis of order of merit.
- d) Appointment letter (on ad-hoc) will be issued for the maximum one academic year as per the Order of Appointment for Teaching (Ad-hoc) TCET/FRM/MP-02/01(C).

### D. Ad- hoc Appointment of non-teaching

- a) As per the need, the appointment can be done on ad-hoc basis for two years.
- b) Appointment letter (on ad-hoc) will be issued as per the Order of Appointment for Non-Teaching (Ad-Hoc) TCET/FRM/MP-02/01(D).

### 02.6.4.3 Performance Appraisal and Order of Merit

#### A. For Ad-hoc faculty/staff


- a) The performance will be evaluated on yearly basis.
- b) If the performance during the first year is found up to the mark, service may be continued in second year.
- c) After two years of ad-hoc employment and satisfactory performance, employee can be considered for regularization subjected to the availability of vacancy and recommendation by the selection committee.

#### B. For Regular faculty

- a) Students' feedback about Faculty shall be taken during each semester.
- b) On job, effectiveness of personnel is judged every academic year using PRDP form TCET/FRM/IP-02/34 for teaching staff. For non-teaching staff and class IV employees, the appraisal is done as per Annexure-MP/02/01.
- c) Order of Merit will be prepared for each and every employee on the basis

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of the guidelines and evaluation sheet as per Annexure-MP/02/01.

- d) Order of merit will be treated as guideline to pass the benefit to the employee as per Institute provisions. Benefit details can be seen in Annexure-MP/02/02.

#### 02.6.4.4 Training

Induction and other trainings need to be prepared by HOD / FDP Committee in consultation with Principal and are required to be imparted to the faculty and staff as explained in the Training and Development (Employee) Process TCET/MP/03.

#### 02.6.4.5 Resignation


- a) Resignation letter addressed to the Principal need to be submitted to the inward section.
- b) If the resignation is accepted, employee can be relieved from the service as per Institute norms.
- c) On the last day of the service, the concerned employee shall settle the account by taking No Dues Certificate TCET/FRM/MP-02/03 from various departments / sections.
- d) Final settlement dues of the concerned employee shall be written in TCET/FRM/MP-05/03 (Accounts Process). The content of the voucher shall be "Being amount paid towards the full and final account settlement of your dues. No claim is pending from the Institute"
- e) Exit interview (if required) is conducted by Dean SSW.

#### 02.6.5 Equipment Maintenance

- a) Records of equipment are maintained in stock registers as specified in Purchase Process TCET/IP/05
- b) Equipments / appliances are serviced periodically or as and when required.
- c) To elongate the functional life of laboratory equipment significantly, simple repairs may be adequate such as installing replacement parts as and when they are needed.
- d) Refurbishing, i.e. the process of dismantling pieces of laboratory equipment and cleaning each component part thoroughly, at regular intervals will extend the life of laboratory equipment and increase its efficiency and functionality. Metal elements are also polished and any pipette pistons can be lubricated.
- e) Calibration services should be sought regularly for equipment like measuring devices. These preventative, detailed services increase the accuracy of the equipment and prevent data corruption.

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- f) Servicing is done either by in-house personnel or by external party or through annual maintenance contract (AMC)
- g) Record of servicing is maintained in Equipment Maintenance Register TCET/REG/MP-02/01. Format of the register is specified in TCET/FRM/MP-02/04.
- h) Records of AMC are maintained in AMC Register TCET/REG/MP-02/02. Format of the register is specified in TCET/FRM/MP-02/05.
- i) Budget of AMC need to be submitted by December 31<sup>st</sup> of the ongoing academic year by Department / Section.
- j) Equipment that is not in working condition and is not repairable is removed from the stock. Record of such removal of equipment is maintained in Equipment Weed-Out Register TCET/REG/MP-02/03.


#### 02.6.6 Infrastructure maintenance

- a) AMC of Air conditioners Services is maintained in TCET/FRM/MP-02/06.
- b) AMC of Lifts, EPBX and Attendance Machine Services is maintained in TCET/FRM/MP-02/07.
- c) Maintenance of A.C. plant is outsourced on AMC and Auditorium, cleaning and maintenance is done by internal staff member and one person from outside.
- d) Cleanliness & daily maintenance of the interior facility (classrooms, laboratories, hallway, and staircase) is done by Class IV employees of the Institute under the supervision of the Admin Office and surprise check is done by Office Executive.
- e) Cleanliness of toilet blocks and wash room has been outsourced. Surprise checks are carried out to ensure compliance to the defined requirements by Office Executive.
- f) Fire extinguisher is outsourced since refilling of the cylinder is done once in a year. Record shall be maintained in appropriate file.
- g) Maintenance of CCTV is outsourced and is maintained in coordination through technical person of computer center.
- h) ICT infrastructure is maintained by computer center personnel. Complaint related to computer / communication equipment can be recorded in Complaint Register (Computer and Communication equipment and network) TCET/REG/MP-15/01 which will be maintained as per ICT process TCET/MP/15.
- i) Other maintenance related issues are attended by carpenter and electrician of the institute subject to the complaint put in General Complaint register TCET/REG/MP-02/04 available in administrative office or the online complaint registration.
- j) Water tank cleaning is done quarterly and the AMC is outsourced.

#### 02.6.7 Premises Maintenance

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- a) Institute premises are maintained by daily cleaning and record is maintained in Premises Maintenance Register TCET/REG/MP-02/05.
- b) Pest control is done once in every month/quarterly/half yearly. Records are maintained in AMC of pest control services TCET/FRM/MP-02/08 and the forms are maintained in appropriate file.
- c) Green area (garden and playground) maintenance is taken care of by Gardener under supervision of maintenance supervisor and Office Executive. Details are to be seen in TCET/MP/14 Green campus Management
- d) Complaints regarding maintenance of electricity fault / premises cleanliness are recorded in General Complaint Register TCET/REG/MP-02/04. Register will be maintained in administrative office.

#### **02.6.8 Payment to vendor for AMC/Non-AMC Processes**

- a) The AMC due dates are monitored by staff of MAPS by checking respective registers.
- b) After the procedure of servicing is completed by the concerned person, the bills received from the vendor for AMC/Non-AMC will be signed by Office Executive.
- c) The payment timeline for AMC/Non-AMC items are defined in Annexure-MP/02/03 of Procedure Manual TCET/QMS/PM/02
- d) The photocopy contract is given to a vendor and the photocopy is available by filling up the Xerox Requisition TCET/FRM/MP-02/09.


#### **02.6.9 Outsourced resources**

- a) Canteen facility is made available to students and employee. This resource is outsourced.
- b) Security and house-keeping services are provided for students, employees and premises. These services are outsourced.
- c) In case of special lecture or excess load or non-availability of subject teacher, academic load can be outsourced to the visiting faculty / guest faculty / industry expert.
- d) For details of procurement and maintenance of all these outsourced resources, refer TCET/MP/11 Outsourcing Process.

#### **02.7 Resource Management Review**

- a) Distribution of the resources as per the requirement or budget allocation and proper utilization of resources as per the instruction manual or the guidelines given by regulatory bodies is reviewed.
- b) Students' feedback about Institute (TCET/FRM/MP-02/10) and Parents' Feedback TCET/FRM/MP-02/11 is reviewed by Dean SSW for process


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- improvement.
- c) The stock of furniture and fixtures and the lab equipments are required to be reviewed on odd Saturdays of every month as per notification Sr.No./Principal/160 of 2015 and the general maintenance report is required to be submitted as per TCET/FRM/MP-02/12 to Office Executive.
  - d) Record keeping and coordination with departments/sections is done to ensure an efficient and effective system.
  - e) Data generated is to be analysed and required to be put up to the review committee under the guidance of Dean R&D.
  - f) Review report is required to be prepared with SWOT analysis with actionable point and action plan which can be implemented in the next cycle after approval from Principal.
  - g) Data generated after review shall be used for creation of knowledge which will lead to process improvement.

## 02.8 Risk and Mitigation

Sr. No.	Risk	Mitigation	Opportunities
1	Not meeting the requirements of the regulatory body for infrastructure & human resource. This may impact academics. (H - Yearly)	Resource requirements should be identified properly as per the regulatory body guidelines in advance and some resources need to be kept as standby for future use	Working with less financial bearing on institute
2	Students' I-card and journal sheet not delivered in time (L - Yearly)	Class Representative identifies stationery requirement and report to Class In-charge in turn reports to department and MAPS.  Class In-charge coordinates with Admin office for I-cards issuance in time	Improved coordination between students, faculty and admin staff
3	Software not updated on time (L-Yearly)	Regular checking of new updates by department	Improved vigilance by department/sections about updating software in time.
4	Over allocation of a resource (L-Yearly)	The resource overload can be avoided by setting up a project schedule that is	Resource can be assigned more than normal working hours
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		<p>realistic and which avoids pushing employees through an unreasonable or aggressive project schedule.</p> <p>Schedule the project in a realistic way as part of effective project plan</p>	<p>so as to complete the project which can be compensated later on.</p> <p>If equipment are over allocated, then that can used in future projects or act as standby arrangement.</p>
5	Under-utilization of resources (L-Yearly)	<p>Keep track of the utilization of resources to identify the under-utilized ones.</p>	<p>Use those resources in some future projects.</p>
6	Lab equipment stop working during the semester (M- Half Yearly)	<p>Standby equipment should be there.</p> <p>Laboratory/Technical Assistants can do the repairing if possible to avoid loss of time.</p>	<p>Working condition of the standby equipment will be identified.</p> <p>Skill of the staff will increase.</p>
7	Equipment misplaced or lost (M- Half Yearly)	<p>Standby equipment should be there.</p> <p>Use CCTV cameras to keep track of how the loss occurred</p>	<p>Working condition of the standby equipment will be identified.</p> <p>If the source of loss is identified, then the equipment cost can be recovered.</p>
8	AMC dates overlooked and hence servicing not done (M-Yearly)	<p>AMC dates to be monitored by MAPS.</p> <p>Servicing done after renewal of AMC.</p>	<p>Explore market to find new service providers with better deals.</p>

**Note:** Severity of risk is denoted by H/M/L where H – High, M – Medium, L – Low. The figure after H/M/L indicates the frequency of occurrence of the risk

## 02.9 Scope for Improvement

- Identifying how to recycle waste material and scrap for use
- Real-time visibility of task progress details, in order to clearly see any variance between effort vs. estimates
- Resource management and allocation tools to ensure that deliverables are achieved and milestones are met on time

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- d) Create reports to highlight time management trends and issues
- e) Learning from process review
- f) Learning from complaints, feedbacks, survey and interaction
- g) Learning from best and innovative practices from department and other institution
- h) Learning developed from regulatory compliances and outside world
- i) Knowledge management related to the process for continual improvement and innovation


## 02.10 Schedule

Sr. No.	Activity	Schedule
1	Approval from University of Mumbai for recruitment procedure	30 <sup>th</sup> April
2	Recruitment procedure should be completed before commencement of next A.Y.	31 <sup>st</sup> May
3	Resource allocation	As and when Material is procured
4	Updating stock registers	After allocation
5	Maintenance of equipment	As per due dates
6	Maintenance of infrastructure	As per requirement
7	Maintenance of premises	Regularly
8	Employing Human resource	June, every year
9	Outsourced services	As per contract
10	Payment to vendors for AMC/Non-AMC Processes	As per terms & conditions
11	Any other related dates	As per notification given by Principal from time-to-time

## 02.11 Monitoring and control of the process

- a) The AMC register to be monitored by MAPS so as to service equipment and infrastructure regularly without fail.
- b) Equipment maintenance Register shall be monitored by HOD/SI before commencement of semester/year.
- c) Premises maintenance is monitored by MAPS on regular basis.
- d) Outsourced resources/services shall be monitored as per Outsourcing Process TCET/MP/11.
- e) Staff performance is monitored by HOD/Principal at the end of each semester.
- f) Monitoring of risk and associated mitigation should be done by MAPS/Registrar on half yearly basis.

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- g) Scope for improvement is also monitored by MAPS/Registrar on regular basis.
- h) All activities should be done as per schedule and monitored on regular basis by Registrar/MAPS.
- i) Records of all these monitoring activities are to be maintained in appropriate file.
- j) All gaps are identified with action plan and actionable points which will be taken care of by MAPS/Registrar in consultation with Principal.


## 02.12 Resources

- a) Financial resources
- b) Logistics
- c) Suppliers
- d) Support staff

## 02.13 Records

Sr. No.	Document Title	Document Reference	Retention Period
1	Order of Appointment	TCET/FRM/MP-02/01	On going
2	Resume of Applicant	TCET/FRM/MP-02/02	Till on roll
3	No Dues Certificate	TCET/FRM/MP-02/03	3 Yrs
4	AMC of AC Service	TCET/FRM/MP-02/06	3 Yrs
5	AMC of Equipment	TCET/FRM/MP-02/07	3 Yrs
6	AMC of Pest Control Service	TCET/FRM/MP-02/08	3 Yrs
7	Xerox Requisition	TCET/FRM/MP-02/09	3 Yrs
8	Students' Feedback about Institute	TCET/FRM/MP-02/10	3 Yrs
9	Parents' Feedback	TCET/FRM/MP-02/11	3 Yrs
10	General Maintenance Report	TCET/FRM/MP-02/12	3 Yrs
11	Equipment Maintenance Register	TCET/REG/MP-02/01	On going
12	AMC Register	TCET/REG/MP-02/02	3 Yrs

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	<b>Thakur College of Engineering &amp; Technology</b>		Doc. Ref. :- <b>TCET/QMS/PM/02</b>	
	<b>Procedure Manual (PM) Part II Management Processes (MP)</b>		Issue No. :- <b>04</b> Issue Date :- <b>06/09/2017</b>	
Section <b>02</b>	Page <b>Page 14 of 15</b>	Title <b>Resource Management</b>	Revision <b>A</b>	Rev. Date <b>06/09/2017</b>

Sr. No.	Document Title	Document Reference	Retention Period
13	Equipment Weed-Out Register	TCET/REG/MP-02/03	On going
14	General Complaint Register	TCET/REG/MP-02/04	3 Yrs
15	Premises Maintenance Register	TCET/REG/MP-02/05	3 Yrs
16	Appointment Letters	In appropriate file	Till on roll

#### 02.14 References

Sr.No.	Document Title	Document Reference
1	Library process	TCET/IP/04
2	Purchase	TCET/IP/05
3	Training and Development (employee)	TCET/MP/03
4	ICT process	TCET/MP/15
5	Outsourcing	TCET/MP/11
6	Green campus Management	TCET/MP/14
7	AICTE Process book	TCET/EXT/06
8	UGC Norms	TCET/EXT/23
9	Faculty requirement form	TCET/FRM/IP-02/03
10	PRDP	TCET/FRM/IP-02/34
11	Equipment Maintenance Register Format	TCET/FRM/MP-02/04
12	AMC Register Format	TCET/FRM/MP-02/05
13	Voucher	TCET/FRM/MP-05/03
14	ICT Complaint Register	TCET/REG/MP-15/01

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15	Notice	Sr. No./Principal/160 of 2015
16	Order of Merit	Annexure-MP/02/01
17	Benefit Details	Annexure-MP/02/02
18	Payment timeline for AMC/Non-AMC items	Annexure-MP/02/03

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